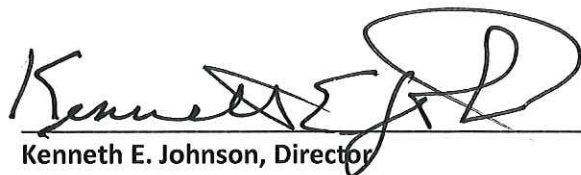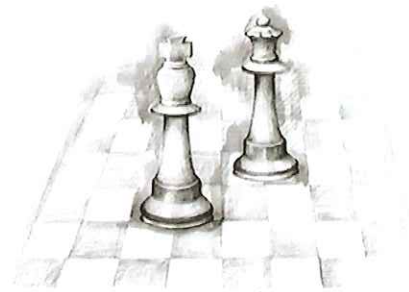# OCRDI STRATEGIC PLAN

DECEMBER 18
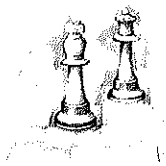
2014

2015 - 2018

Kenneth E. Johnson, Director

12/18/14

Date

BACKGROUND

The Office of Civil Rights, Diversity and Inclusion (OCRDI), is comprised of the Office of the Director (OD) and three divisions. The OD includes the Director, Program Specialist, and the Office of Administration and Outreach. The three divisions include the Office of Civil Rights, Office of Diversity and Inclusion, and Office of National Tribal Liaisons *(see organization chart)*. OCRDI is housed within the Office of the APHIS Administrator.

Over recent years, OCRDI has enhanced its attention to Civil Rights by emphasizing diversity and inclusion efforts; along with the expansion of responsibilities and commitment to tribal nations. With the evolution of OCRDI's role in APHIS, management decided that it is time to take a new look at the strategies and activities that support these efforts. This resulted in the development of an internal strategic plan for OCRDI employees.

As part of the strategic planning process, management and staff provided their perspectives on the organizations strengths and opportunities for improvement. A highlight of strengths includes:

1. Employees know their jobs and have a sense of mission pride
2. Managers feel safe to vocalize their concerns to each other
3. OCRDI receives support from the Administrator

Highlight for opportunities for improvement includes:

1. Define roles and responsibilities – when to consult with management, and when to act independently
2. Delegation of authority – Allow individual managers to manage their own areas
3. Be inclusive – promote communication that fosters trust and respect

External influences that affect OCRDI staff include the current fiscal environment and Department level needs for information.

After sharing and discussing the current culture/climate, management and staff developed the foundation for the strategic goals. From there, cross cutting teams worked collaboratively to flesh out goal and objective, and measures for success.

The following plan represents the collective effort of management and staff carving out an organizational vision, a set of principles/values, and strategies for a new OCRDI.
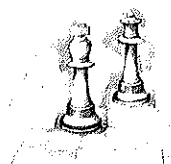
MISSION

We promote a non-discriminatory environment and equal access to APHIS employment and programs.

VISION

APHIS is free of discrimination; and barriers to employment and programs are eliminated.

GUIDING PRINCIPLES/VALUES

INTEGRITY: Demonstrating consistency in word and deed, adhering to timeless personal and organization standards of conduct, and moral and ethical principles.

TRUST: Creating an environment where reliance on another is assured

COMMUNICATION: Sharing information in a timely manner through an open, safe, and respectful system that raises and confronts issues and seeks constructive feedback.
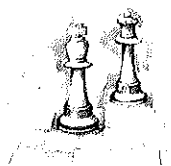
GOALS

GOAL 1:   Customers/Stakeholders have knowledge of APHIS programs and services
GOAL 2:   Partnerships are promoted and continue to Increase
GOAL 3:   Assess and monitor Civil Rights compliance
GOAL 4:   Ensuring the Health and Well-being of OCRDI

GOAL 1: CUSTOMERS/STAKEHOLDERS HAVE KNOWLEDGE OF APHIS PROGRAMS AND SERVICES

Objective 1: Design/Develop quality materials to educate/transfer knowledge
- Guidance to management
- Newsletter
- Analysis (Reports)

Objective 2: Deliver informational materials thru best means

- **Approaches include:**
    - Electronic methods (Web, Share point, etc.)
    - Presentations,
    - Training
    - Meetings
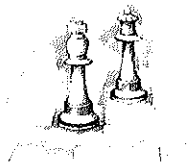
GOAL 2: PARTNERSHIPS ARE PROMOTED AND CONTINUE TO INCREASE

Objective 1: Promoting mutual dialogue

- Building relationships with other community based organizations
- Building relationships with academic institutions
- Building relationships with agricultural organizations
- Strengthening the Government to Government relations with Tribal Nations

Objective 2: Effective External Outreach

- **Youth Outreach:**
  - AgDiscovery
  - Thurgood Marshall
  - 1890s Universities
  - Public Service (Hispanic serving organizations)
  - Safeguarding Natural Heritage
  - Tribal College and University Youth Programs

- **Community Based Outreach:**
  - Partnerships with Community Based Organizations
  - Tribal Nations and Communities

- **Tribal Program Outreach:**
  - Tribal Nations and Community Program Delivery efforts
  - Safeguarding Natural Heritage
  - Tribal College & University Youth Programs
  - 1994 TCUs
  - Tribal Organization Partnerships and Training

Objective 3: Strong Infrastructure to support Agency
- Create policy
- Counseling
- Support/manage/facilitate the National Civil Rights Diversity and Advisory Committees (NCRDAC)
- Special programs
- SEPM coordination, as National Program Manager
- Web
- SharePoint
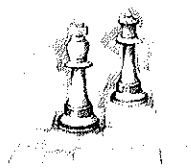
GOAL 3: ASSESS AND MONITOR COMPLIANCE WITH CIVIL RIGHTS LAWS AND TRIBAL NATIONS TRUST RESPONSIBILITIES

Objective 1: Evaluate compliance

- **Collect Relevant Data Using tools including but not limited to:**
  - Survey Monkey
  - Direct observation/interviews (i-complaints, No Fear Reporting Data, FEVS, etc.)
  - Other documentation (NFC, HR Focus, U.S. Census Bureau, USDA NASS)

- **Analyze for Compliance of Policy**
  - Includes quantitative and qualitative analysis from data obtained
  - Barrier analysis
  - Patterns and Practices
  - determine that proposed changes do not have a negative impact on protected groups

- **Report Findings and Recommendations**
  - CRIAs
  - Employment reports

Objective 2: Follow-up/Track recommendations to improve compliance

- **Tracking and follow-up on completed ...**
  - Compliance Review reports and action plans;
  - CRIAs and outreach plans.

- **Provides recommendations to management officials** within APHIS program units and within OCRDI on actions to be implemented based on analysis.
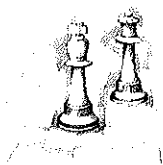
GOAL 4: ENSURING THE HEALTH AND WELL-BEING OF OCRDI

Objective 1: **OCRDI shares information (all members are informed)**
- Weekly Management Team meetings
- Individual Team Staff meetings
- Management attends staff meetings
- Quarterly OCRDI meetings

Objective 2: **Ensure accountability (meet commitment dates)**
- Workflow management
- Internal reporting/support
- Keep management and staff aware of various administrative updates and issues (i.e., T&A, deadlines, issuances, etc.)
- Work cooperatively with staff and management on completing deadlines

Objective 3: **Properly manage OCRDI Resources**
- Budget
- Managing Human Capital (HR)
  - Maintaining competencies (i.e., Professional Development, Training)
  - Flexible work environment
- IT (Web, SharePoint)
- Property

Objective 4: **Support Agency-Wide initiatives**
- Worklife Wellness
- CFC
- Feds Feed Families
- Safety and Health
- Civil Rights Awards